



LIFE SAVING VICTORIA

Strategic Plan 2030

*Together preventing drowning.
Together thriving around water.*

Traditional Owners Acknowledgement

Life Saving Victoria respectfully acknowledges the Traditional Owners of the land, sky and waterways in which we swim, explore, play and meet. We pay our respects to Aboriginal and Torres Strait Islander peoples, their cultures and Elders past and present.

ABOUT LSV

Established in 2002 as an initiative of the Royal Life Saving Society Australia (Victoria Branch) and Surf Life Saving Victoria, Life Saving Victoria operates as an independent emergency service, charity, state sporting association, and registered training organisation committed to drowning prevention and water safety.

We extend our sincere thanks to the Board, staff, volunteers and stakeholders who have contributed to the development of our strategic plan. We also acknowledge the valued collaboration of our national partners, Royal Life Saving Society Australia and Surf Life Saving Australia, along with the ongoing support of Emergency Management Victoria and the Victorian Government.

FOREWORD

Life Saving Victoria (LSV) operates in a dynamic, complex environment where aquatic capability, drowning prevention, and emergency response are critical to building safer and more resilient communities. As a year-round service provider, our reach extends across Victoria's coastal and inland waterways and pools. We deliver training, education, research, advocacy, sport, and rescue services in partnership with government, the aquatic industry, life saving clubs, emergency services, and community stakeholders.

Our 2030 Strategic Plan sets a bold vision: Together preventing drowning. Together thriving around water. This reflects our conviction that we cannot achieve a safer Victoria alone. We are more committed than ever to providing leadership and working with our partners to deliver water safety education, emergency preparedness, and lifelong community engagement with aquatic environments. Backed by more than a century of lifesaving and aquatic expertise, we continue to evolve our programs, services and people to meet current and future challenges and turn the dial on drownings.

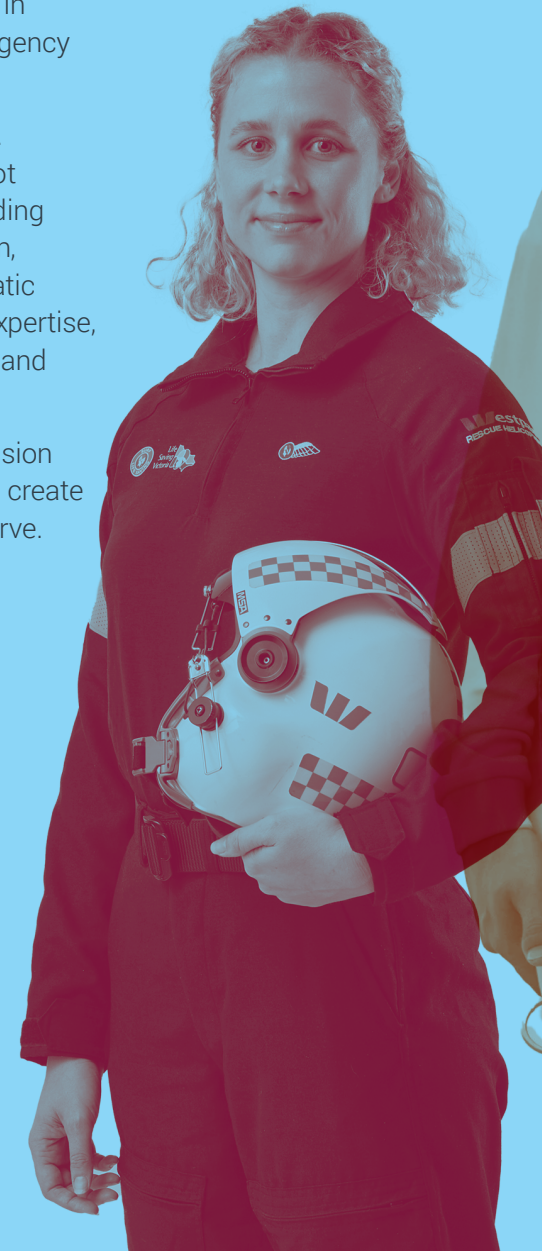
Thank you to everyone who supports and contributes to LSV's purpose, vision and values. We look forward to working together to achieve our goals and create a safer, drowning-free future for all Victorians and the communities we serve.



SUSAN WOLFF
President



CATHERINE GREAVES
Chief Executive Officer





OUR STORY

Life Saving Victoria's 2030 Strategic Plan is a story of purpose-led transformation. In an increasingly complex environment, where drowning prevention, aquatic capability, and emergency response are vital, our purpose remains clear: **to save lives and empower communities to safely enjoy water.**

This plan sets a clear direction for the years ahead, anchored in our shared vision:

*Together preventing drowning.
Together thriving around water.*

It brings together our history of community service with a future-focused approach that meets the needs of a changing Victoria.

We are guided by **our values of people, courage, community, trust and respect.** These values shape how we work, how we lead, and how we support those who give their time and expertise to our cause. Our vision and values underpin our commitment to building an inclusive and resilient culture where people come first and we act with integrity and purpose.

Focusing on six strategic goals, LSV is committed to delivering impactful outcomes for communities across Victoria. We will focus on strengthening our emergency preparedness and response capabilities, especially in high-risk settings.

We will enable increased retention and participation across all aquatic and lifesaving pathways, supporting inclusive and lifelong engagement.

Recognising the changing nature of volunteering and employment, we will invest in our workforce, supporting them to be skilled and flexible.

Our work will be supported by a sustainable and diverse funding model, robust and user-friendly



operational systems, and the strategic use of innovation and technology. We will also build and nurture effective partnerships that expand our reach and deepen our impact across communities.

This strategic plan is not just a roadmap. **It is a call to action.** With the commitment of our members, volunteers, staff, partners and stakeholders, we will continue to lead with purpose and deliver meaningful outcomes for all Victorians.

Together, we are building a safer future in and around water.

STRATEGIC CONTEXT

Drowning prevention, aquatic capability, and emergency response are vital to community safety and resilience.



Our remit spans all Victorian **coastal** and **inland waterways**, as well as **pools**.



We are a **year-round** service provider, **delivering training, education, advocacy, research, rescue services, sport, and emergency response** in partnership with government, industry, life saving clubs, emergency service agencies, and community stakeholders.

Life Saving Victoria (LSV) operates in an increasingly complex and changing environment. Our role has expanded to include surge disaster response (e.g., extreme weather events such as floods), multi-agency rescue operations, and targeted prevention programs. These initiatives aim to address growing inequities in access to safe waterways and water safety, particularly for at-risk populations and regional communities, and reflect the increasingly diverse ways Victorians interact with water.

In the coming years, LSV will respond to several major forces of change. Visitation to beaches, rivers, and lakes continues to rise, especially in unpatrolled or remote areas, increasing risk for those without access to lifesaving services. While overall pool visitations and swimming lesson participation are increasing,

inequities persist. Many at-risk families face barriers to swimming and water safety education due to socio-economic pressures; and regional communities struggle with limited access to facilities, while Councils contend with rising operational costs. The nature of our workforce, including volunteers, LSV employees, and the broader aquatic industry, is also evolving.

Shifting demographics, lifestyle demands, increased compliance requirements, and workplace challenges such as rising occupational violence in aquatic facilities are reshaping how we operate. Climate change is altering Victoria's coastline and inland waterways through erosion, sea-level rise, flooding, and unpredictable weather patterns, including heatwaves and rising temperatures.

These factors influence how people engage with community services, necessitating adaptive strategies, targeted investment, and a focus on inclusion and accessibility.

Our future success will be driven by leadership, innovation, collaboration, and data-led decision-making. Advances in technology, such as drones, artificial intelligence, predictive analytics, and evolving rescue and response equipment, are transforming how we educate, monitor, and respond to drowning risk. Evidence from our research and evaluation, along with insights from the Victorian Drowning Report and broader literature, will continue to inform targeted interventions for high-risk groups and locations, ensuring that resources are directed where they have the most significant impact.

At the heart of everything we do are our members, partners, staff, and stakeholders, each of whom is central to our purpose of saving lives and empowering communities to safely enjoy water. We are committed to building a strong, sustainable, and inclusive values-based organisation by focusing on the programs, initiatives, and services that align with our purpose. By optimising systems and processes, aligning with stakeholder expectations, and enhancing staff and member engagement, we strengthen our ability to deliver our strategy. A streamlined, efficient, and adaptive organisation enables us to allocate resources where they will have the most significant impact, reducing drowning and driving meaningful change.



OUR PURPOSE

Save lives and empower communities to safely enjoy water.

VISION *Together preventing drowning.
Together thriving around water.*

OUR VALUES



PEOPLE

We put PEOPLE at the centre of everything we do



COURAGE

We have the COURAGE to act



COMMUNITY

We are a united COMMUNITY



TRUST

We are TRUSTED in our water safety programs and practices



RESPECT

We RESPECT our organisation, environments and communities



GOAL 1

LSV will strengthen emergency preparedness and response capabilities

STRATEGIC GOAL

The majority of water-related emergencies occur in unsupervised locations, such as inland waterways, unpatrolled beaches, or during flood events.

We know that this will be exacerbated by climate change. To better protect Victorians, LSV must not only identify and target these higher-risk scenarios and behaviours but also harness the power of technology to transform our approach and enhance current supervision models in all aquatic environments.

By integrating advanced solutions, such as drones, artificial intelligence, and real-time data systems into our emergency preparedness and response, we can provide more innovative, effective and faster interventions where people are most vulnerable.

This approach demonstrates leadership in community safety and resilience and expands our impact by reducing preventable drownings through innovation and evidence-based action.

INITIATIVES

1A

EMERGENCY RESPONSE TEAMS

LSV will lead the development and deployment of emergency response teams equipped to manage specialised aquatic and environmental emergencies such as floods.

1B

ADVANCED TECHNOLOGIES

LSV will elevate prevention and response capabilities in all aquatic environments by harnessing advanced technologies, like AI, drones, and real-time data systems.

1C

COMMUNITY SAFETY FRAMEWORK

LSV will lead the way in community safety with a world-class lifesaving framework for both paid and volunteer services, grounded in evidence, championing best practice, and continually evolving through insights and lessons learned.

OUTCOMES

OUTCOME 1

By 2030 we will... improve the effectiveness of responses to aquatic emergencies through trained specialised teams and strengthened partnerships.

OUTCOME 2

By 2030 we will... enhance the effectiveness and efficiency of prevention and rescue efforts through the integration of advanced technologies and real-time data across all aquatic environments.





STRATEGIC GOAL

GOAL 2

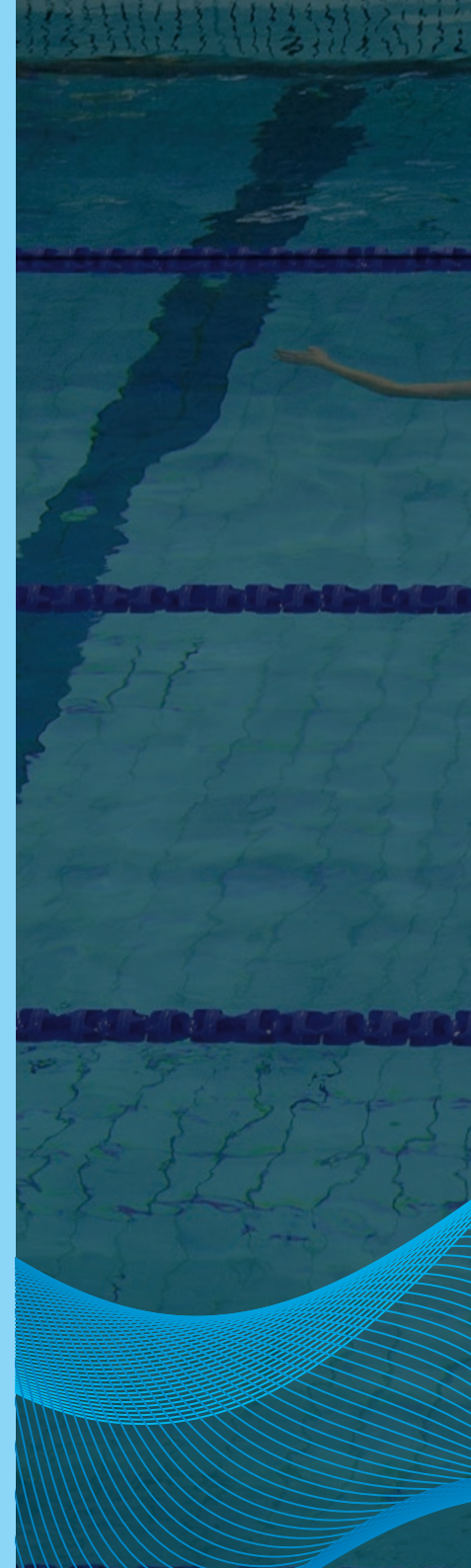
LSV will enable increased retention and participation in aquatic and lifesaving activities

From a child's first swimming lesson to Nippers to volunteer patroller or competitive athlete, LSV must focus on attracting and retaining people across every stage of their aquatic and lifesaving journey.

Supporting volunteers, clubs, and community partners also strengthens community resilience and keeps people active and connected.

Each year, millions of swimming and water safety lessons and programs depend on skilled teachers, lifeguards, volunteers and sustainable facilities.

With many aquatic facilities facing ageing infrastructure, particularly in regional Victoria, ensuring safe, sustainable, and inclusive spaces for water recreation is vital.



INITIATIVES

2A

ENGAGEMENT AND PARTICIPATION

LSV will inspire participation and long-term engagement in lifesaving through the delivery and embedding of a dynamic, inclusive participation roadmap encompassing sport, development, recognition and leadership initiatives.

2B

TARGETED PROGRAMS

LSV will expand access to swimming and water safety programs, prioritising delivery to at-risk communities and in high-priority locations.

2C

INFRASTRUCTURE INVESTMENT

LSV will champion investment and other strategies to address the critical risks posed by ageing aquatic infrastructure across Victoria.

OUTCOMES

OUTCOME 1

By 2030 we will... achieve increased and more inclusive participation in lifesaving and aquatic programs through targeted engagement, leadership pathways, and equitable access initiatives.

OUTCOME 2

By 2030 we will... ensure stronger community access to essential aquatic education and infrastructure through expanded delivery models and advocacy for sustainable investment.



GOAL 3

LSV will empower and support our people, building adaptability and resilience

STRATEGIC GOAL

The nature of volunteering and employment is changing rapidly, with lifestyle preferences and flexible, skills-based and digitally enabled models the new normal.

More specifically, the aquatic industry is facing pressure from staff shortages, high turnover and workplace safety concerns.

These challenges highlight the need for enhanced training and support, and encourage LSV and our partners to adopt flexible, inclusive, and skills-focused approaches to recruitment, training and retention.

This will ensure there is a volunteer base and workforce ready to succeed.



INITIATIVES

3A

ADVOCACY AND SUPPORT

LSV will support the psychological safety and wellbeing of the workforce through advocacy, influence and supporting national and state collective efforts.

3B

EXPAND TRAINING CAPACITY

LSV will strengthen capacity and capability to achieve our goals by training, developing and equipping personnel.

3C

WELCOMING LIFESAVING COMMUNITIES

LSV will foster flexible, sustainable, and welcoming lifesaving communities through tailored resources and inclusive practices.

OUTCOMES

OUTCOME 1

By 2030 we will... set the benchmark for creating a safe and inclusive workplace where every individual feels valued, connected, and empowered with pride and purpose.

OUTCOME 2

By 2030 we will... build and sustain a high-achieving, connected workforce that reflects diversity at every level.



GOAL 4

LSV will cultivate a diverse and sustainable funding model.

ENABLING GOAL

LSV's brand is one of our most valuable assets.

By connecting strong brand recognition with compelling impact stories, drowning prevention campaigns, and effective safety messaging, we can attract sustainable revenue and long-term investment.

A clear demonstration of community outcomes builds confidence among government, sponsors, and the public, ensuring that every partnership strengthens both lifesaving impact and financial stability.

Diversifying funding streams through philanthropy, corporate partnerships, and fee-for-service programs will also protect against financial uncertainty.

By aligning brand strength with measurable results, LSV can secure the resources needed to expand our reach, sustain world-class operations, and save more lives.



INITIATIVES

4A

STRENGTHEN THE LSV BRAND

LSV will grow public trust, loyalty, recognition, and influence through brand strengthening.

4B

UNLOCK REVENUE STREAMS

LSV will unlock new revenue streams through corporate partnerships, bequests and individual giving.

4C

EXPAND REVENUE INITIATIVES

LSV will invest in the expansion of existing revenue initiatives and actively pursue new opportunities to strengthen and diversify our commercial revenue streams.

OUTCOMES

OUTCOME 1

By 2030 we will... build stronger brand recognition and public trust to drive increased support, influence, and engagement across key audiences.

OUTCOME 2

By 2030 we will... achieve more resilient and diversified funding through expansion of LSV's influence and impact.



GOAL 5

LSV will enhance our organisational effectiveness through innovation and technology

ENABLING GOAL

Innovation and technology enable LSV to operate more effectively and efficiently across every part of the organisation.

Modernising systems and embracing technology improves user experience, strengthens resilience, reduces risk, and ensures LSV remains a leader in water safety and service delivery.

Investments in facilities and upgrades must also reflect the 360-degrees of LSV, combining efficiency, environmental sustainability, and community benefits.

Our commitment to innovation positions us to build solid foundations, meet emerging challenges and maximise the impact of every resource.

INITIATIVES

5A CULTURE OF INNOVATION

LSV will foster a culture of innovation and agile thinking in support of start-up collaboration, AI sustainability and future-focused water safety initiatives.

5B USER EXPERIENCE AND INTEGRATION

LSV will enhance user experience, organisational effectiveness and efficiency by integrating systems, policies, and processes for seamless operations.

5C LSV FACILITIES

LSV will deliver a roadmap for sustainable, future-ready, fit-for-purpose LSV state and club facilities.

OUTCOMES

OUTCOME 1

By 2030 we will... create a more agile, data-informed, and innovative organisation empowered to deliver future-focused water safety solutions.

OUTCOME 2

By 2030 we will... improve efficiency, user experience, and workplace sustainability through integrated systems, smart technologies, and fit-for-purpose infrastructure.





GOAL 6

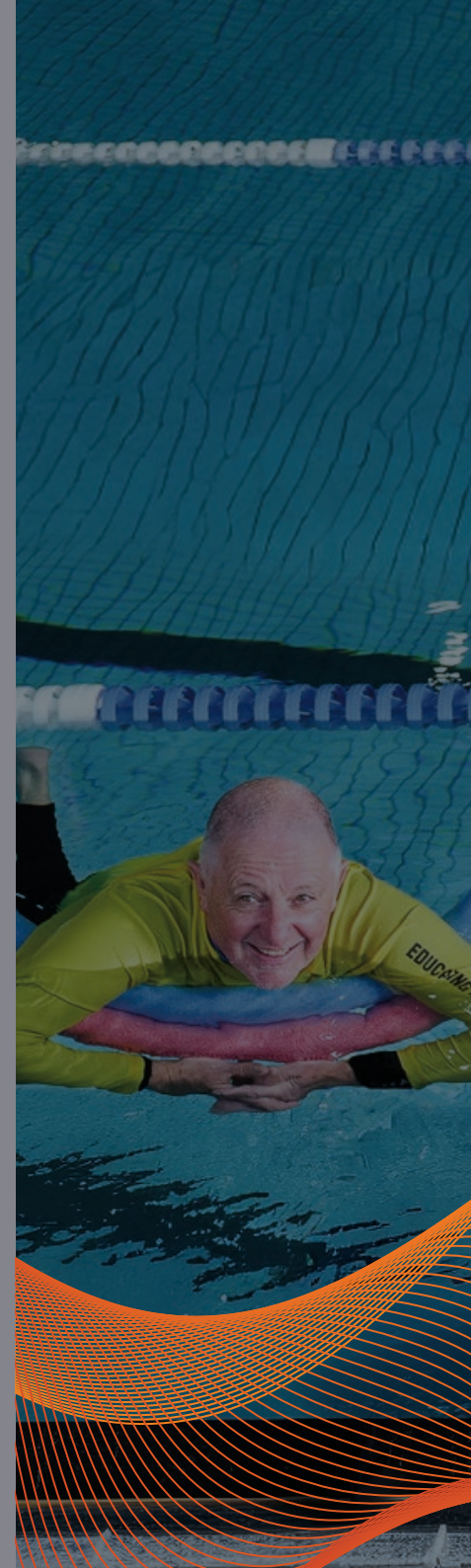
LSV will attract and nurture effective partnerships

ENABLING GOAL

Partnerships are essential to achieving LSV's purpose - articulating a mutual commitment and shared responsibility towards a common vision.

They allow us to amplify water safety messages, deliver programs and initiatives more effectively, and expand the reach of our lifesaving efforts.

Through establishing robust partnership principles, LSV can attract and nurture collaborations that combine expertise and resources to significantly grow our community connection and impact.



INITIATIVES

6A PURPOSE-DRIVEN PARTNERSHIPS

LSV will maximise our strategic impact by defining and communicating clear partnership principles: who we partner with, why, when, how, and where.

6B JOINT ACTION FOR SAFER WATERWAYS

LSV will align priorities and deliver joint actions with partners to reduce the risk of drowning in coastal and inland waterways.

6C CLEAR ROLES, SHARED RESPONSIBILITY

LSV will drive the establishment of state-wide “arrangements” that define water safety roles and responsibilities in partnership with government, emergency management agencies, industry and community.

OUTCOMES

OUTCOME 1

By 2030 we will... establish clear, purpose-driven partnerships based on defined principles and shared priorities that strengthen strategic impact, facilitate knowledge exchange, and drive coordinated action to achieve measurable improvements in water safety outcomes across Victoria.

OUTCOME 2

By 2030 we will... enable stronger, coordinated actions across government, industry, and community, supported by statewide clarity and accountability in water safety roles, to reduce drowning risk across Victoria.

TIMELINE FOR IMPLEMENTATION

To enable long-term achievement of our vision, the initiatives across **LSV's six strategic and enabling goals** will be carefully sequenced.

Early efforts will focus on **building strong foundations for success**, followed by embedding these achievements into LSV's systems and structures to ensure they become part of our standard operating approach.

The LSV Board and Executive Leadership Team will conduct annual reviews of the Strategic Plan to ensure it remains relevant and aligned with our purpose and vision. These reviews will incorporate the Board's annual business planning process and assess progress against clear measures of success. Results will be reported through LSV's Annual Report, providing accountability to members, partners, and the community. This approach ensures the plan remains dynamic and responsive, while driving continuous improvement.



GOAL 1

LSV will strengthen emergency preparedness and response capabilities

INITIATIVES	
1a.	Lead the development and deployment of emergency response teams equipped to manage specialised aquatic emergencies.
1b.	Elevate prevention and response capabilities using technologies like AI, drones, and real-time data.
1c.	Lead in community safety with a world-class lifesaving framework for paid and volunteer services.
BY 2030 WE WILL...	OUTCOMES
	Achieve the effectiveness of responses to aquatic and environmental emergencies through trained specialised teams and strengthened partnerships.
	Enhance the effectiveness and efficiency of prevention and rescue efforts through the integration of advanced technologies and real-time data across all aquatic environments.

GOAL 2

LSV will enable increased retention and participation in aquatic and lifesaving activities

INITIATIVES	
2a.	Inspire participation and long-term engagement through an inclusive roadmap encompassing sport, leadership, and recognition.
2b.	Expand access to swimming and water safety programs, prioritising at-risk communities and high-priority locations.
2c.	Champion investment to address the risks posed by ageing aquatic infrastructure.
BY 2030 WE WILL...	OUTCOMES
	Achieve increased and more inclusive participation in lifesaving and aquatic programs through targeted engagement, leadership pathways, and equitable access initiatives.
	Ensure stronger community access to essential aquatic education and infrastructure through expanded delivery models and advocacy for sustainable investment.

GOAL 3

LSV will empower and support our people, building adaptability and resilience

INITIATIVES	
3a.	Support the psychological safety and wellbeing of the workforce through advocacy and collective efforts.
3b.	Strengthen capacity and capability through training, development, and support.
3c.	Foster flexible, sustainable, and welcoming lifesaving communities.
BY 2030 WE WILL...	OUTCOMES
	Set the benchmark for creating a safe and inclusive workplace where every individual feels valued, connected, and empowered with pride and purpose.
	Build and sustain a high-achieving, connected workforce that reflects diversity at every level.

GOAL 4

LSV will cultivate a diverse and sustainable funding model

INITIATIVES	
4a.	Grow public trust, recognition, and influence through brand strengthening.
4b.	Unlock new revenue streams through partnerships, bequests, and giving.
4c.	Expand and diversify commercial revenue initiatives.
BY 2030 WE WILL...	OUTCOMES
	Build stronger brand recognition and public trust to drive increased support, influence, and engagement across key audiences.
	Achieve more resilient and diversified funding through expansion of LSV's influence and impact.

GOAL 5

LSV will enhance organisational effectiveness through innovation and technology

INITIATIVES	
5a.	Foster a culture of innovation and agile thinking in support of future-focused water safety initiatives.
5b.	Enhance user experience, organisational effectiveness, and efficiency through integrated systems and processes.
5c.	Deliver a roadmap for sustainable, future-ready LSV state and club facilities.
BY 2030 WE WILL...	OUTCOMES
	Create a more agile, data-informed, and innovative organisation empowered to deliver future-focused water safety solutions.
	Improve efficiency, user experience, and workplace sustainability through integrated systems, smart technologies, and fit-for-purpose infrastructure.

GOAL 6

LSV will attract and nurture effective partnerships

INITIATIVES	
6a.	Define and communicate clear partnership principles: who, why, when, how, and where.
6b.	Align priorities and deliver joint actions with partners to reduce the risk of drowning.
6c.	Establish state-wide arrangements that define water safety roles and responsibilities.
BY 2030 WE WILL...	OUTCOMES
	Establish clear, purpose-driven partnerships based on shared priorities and principles that strengthen strategic impact, enable knowledge exchange, and drive coordinated action to improve water safety outcomes across Victoria.
	Enable stronger, coordinated actions across government, industry, and community, supported by statewide clarity and accountability in water safety roles, to reduce drowning risk across Victoria.

*Together preventing drowning.
Together thriving around water.*

With the commitment of our members,
volunteers, staff, partners and stakeholders,
we will continue to lead with purpose and
deliver meaningful outcomes for all Victorians.



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